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ABSTRACT

Current school improvement tools are largely piecemeal and often lack credible supportive evidence. Knowledge Work Supervision (KWS) is built on the premise that schools must develop the capacity for sustaining districtwide improvements. Chapter 1, "The Past Before Us Is Not the Future," summarizes the key elements of the four phases of KWS. Chapter 2, "Teachers as Knowledge Workers and School Systems as Knowledge-Creating Organizations," presents as a key KWS building block the belief that teachers are knowledge workers and schools knowledge-creating institutions. Chapter 3, "A Brief History of School Improvement," explores a "circle of ideas" helpful to researchers and practitioners. Chapter 4, "Meta-Principles of Systems Redesign," describes the philosophy and principles underpinning KWS. KWS is a uniquely powerful synthesis of cutting-edge ideas and methods, which, taken together, create a systemic, comprehensive, and strategic approach to improving entire school systems. Chapter 5, "Phase 1: Building Support for Innovation," evaluates the internal and external political support critical to redesign efforts. Chapter 6, "Phase 2: Redesigning for High Performance," describes the transformation of the K-12 cluster into a high-performing community of learners. Chapter 7, "Phase 3: Achieving Stability and Diffusion," considers special methods to slow the rate of change and reward desired behaviors. Chapter 8, "Sustaining School Improvement," focuses on incorporating efforts into the management structures. Chapter 9, "The Key Players and Their Roles: Creating and Using the Power of Teams," describes the dynamic competencies needed by the Strategic Leadership Team, Knowledge Work Coordinator, Cluster Improvement Teams, and Communities of Practice. Chapter 10, "Leadership for Sustained School Improvement," examines the power of transformation leaders to help build a capacity to invent, reinforce, and sustain improvements. Chapter 11, "Improving Individual, Team, and Cluster Performance," contrasts traditional management approaches with more effective KWS strategies. (Contains appendix comprised of 10 System Tools for implementing KWS approaches, and includes subject and author indexes.) (TEJ)

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